Examiners' Report
Lead Examiner Feedback

June 2022

Pearson BTEC Nationals
In Sport (21405J)
Unit 22: Investigating Business in the Sport and Active Leisure Industry

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Grade Boundaries

What is a grade boundary?

A grade boundary is where we set the level of achievement required to obtain a certain grade for the externally assessed unit. We set grade boundaries for each grade, at Distinction, Merit and Pass.

Setting grade boundaries

When we set grade boundaries, we look at the performance of every learner who took the external assessment. When we can see the full picture of performance, our experts are then able to decide where best to place the grade boundaries – this means that they decide what the lowest possible mark is for a particular grade.

When our experts set the grade boundaries, they make sure that learners receive grades which reflect their ability. Awarding grade boundaries is conducted to ensure learners achieve the grade they deserve to achieve, irrespective of variation in the external assessment.

Variations in external assessments

Each external assessment we set asks different questions and may assess different parts of the unit content outlined in the specification. It would be unfair to learners if we set the same grade boundaries for each assessment, because then it would not take accessibility into account.

Grade boundaries for this, and all other papers, are on the website via this link:
http://qualifications.pearson.com/en/support/support-topics/results-certification/grade-boundaries.html

Awarding BTEC qualifications in 2022

Ofqual has set out their plans for awarding qualifications in 2022 and intend to return to a normal, pre-pandemic, approach to grading standards over by 2023. They have confirmed that 2022 will be a transition year, to reflect that we are in a pandemic recovery period and students' education has been disrupted.

Our guiding principle and approach to awarding BTEC qualification results in 2022 will be to ensure parity in relation to the approach being taken for GCSE and A level learners. BTEC courses have a different structure and design to academic qualifications - BTECs are modular qualifications (with

assessments taking place throughout the course) compared to GCSEs and A levels which are linear (assessed and awarded at the same time at the end of the year), and therefore our approach needs to be different.

In 2022 we will return to the usual method of calculating BTEC qualification results, however adaptations including, U-TAGs and reduced internal assessment, are in place to provide a comprehensive package of support for students.

The basis of our awarding approach to BTECs this year is to ensure it is as fair as possible for all learners. We will use a range of evidence to set grade boundaries for the external units. Part of this evidence will be to closely monitor learner performance in all assessments that contribute to learners' final qualification grade, to ensure parity with A level and GCSEs.

Further information can be found on our website and via our Social Media channels.

Introduction

This was the eighth series of the level 3 Nationals specification for UNIT 22: INVESTIGATING BUSINESS IN THE SPORT AND ACTIVE LEISURE INDUSTRY.

There have been seven previous Lead Examiner reports available to centres to support preparation of their candidates for successful completion of the examination. Lead Examiner reports in the main highlight the same trends that candidates continue to show across the full range of entries. This task based external assessment is 3 hrs long, split into 4 activities (or questions). These questions, along with the mark scheme remain consistent and are available through the Pearson website, along with past papers for preparation and support. The only element that changes is the scenario within each assessment, however the format of this and how its presented is also consistent

The release of Part A (2 weeks prior to the examination date) allows research for the paper, where candidates are expected to prepare notes that could be used within part B, under exam conditions.
A maximum of 4 pages of A4 notes are allowed to be developed in preparation.

Previous Lead Examiner reports, along with this one, continue to highlight the importance of the research preparation for the paper. It is essential that this preparation is undertaken robustly and that candidates are well prepared for the assessment, as the level of research included within the responses limits the score candidates can access.

The task-based assessment for Summer 2022 followed the same format as previous exam series, the Sample Assessment Material (SAM's) as well as the additional Sample Assessment Material available on the Pearson website

Paper Breakdown:

Activity1 focuses on the review and purpose of the business, its data and suitable research to support the business status. **There is a total of 16 marks for this question.**

Activity 2 requires candidates to undertake a business model analysis to clearly highlight the internal and external factors effecting the business in relation to competition. **There is a total of 16 marks for this question.**

Activity 3 requires candidates to make recommendations with reference to the development and marketing of the business. **There is a total of 20 marks for this question.**

Activity 4 requires candidates to make justifications linked directly to the recommendations and develop links to a wider business context. **There is a total of 12 marks for this question.**

Introduction to the Overall Performance of the Unit

This section should be considered with the live external assessment (May 2022) and corresponding mark scheme (once the paper is published and can be used for supporting future series)

There was a significant decrease in numbers sitting this paper compared to January 2022 however candidates have performed generally in line with the comparable Summer 2021 series.

There has been a comparable use of supportive levels of research and preparation to support candidate's responses from what was observed within the pervious summer series. In most cases, candidates incorporated research into their responses, and therefore were able to access the higher-grade boundaries.
As always, it is essential that through Activity 1,2 and 4, research is included to support the response to gain the higher bandings. The research must be external (as in not the second business within the scenario to meet the higher bandings)

Stronger candidates continue to use the well-planned information and research available to them to develop their responses throughout the paper. As with all examinations for this paper, research notes can be produced to support Part B of the examination and are vital to support candidate responses, particularly in activity 1, 2 and 4, as there is credit available for supporting responses with suitable research from the wider business context (external businesses)

The lack of research included within activity 2 (analysis of the internal and external factors effecting the business -SWOT/PESTLE) limits the grade to a maximum band 1 (4 marks), and this has been seen again in the series, as with all other series, where candidates are using PESTLE as the links to external business examples are weak or non-existent.

SWOT responses were seen to be stronger. Higher bandings require competitor activity, supported by examples.

Activity 1 (16 marks)

As with all previous series, activity 1 was the lowest performing activity on the paper. Candidates have to be able to take information from part B, the unseen element, and ensure that they review the business by showing some understand the purpose of the type of business, being able to interpret data and include suitable research to support these elements. This is the most difficult of the activities to respond to, and as a result candidate's performance on this question still needs further development and focus. (further on within this document are ways to prepare and support candidates to respond to this question).

The paper scenario contains, as always, an abundance of data to be able to analyse and in this paper specifically there was a data set in the form of an 'income and expenditure' table (over 2-year period) to support the data responses of candidates, however in the main they tended to repeat, as opposed to analyse in any depth. The use and incorporation of the data analysis to score on this question is not extensive, however incorrect calculations or misconceptions are still being observed by examiners.

Activity 2 (16 marks)

Activity 2 contained stronger responses as was seen with all other papers, and the vast majority of leaners used the SWOT analysis to highlight the internal and external factors effecting the business. In fact, across the whole series there were only around 5 candidates that used the PESTLE analysis for the completion of this question.

The lack of research included to support responses is the limiting factor here on this question, as described above, specifically in the PESTLE analysis. Examiners allowed research to be applied anywhere within the response of this activity. The embedding of research to support the responses is being now implemented by candidates, and it's clear that candidates are starting to support their points of the SWOT with examples from both ProSport (business 2) and external prepared research. This evidences that the centre is preparing candidates more directly to create their A4 notes in relation to the requirements of this activity.

As with all other previous papers, most candidates performed very well on the strengths and weaknesses of the business (internal), improved their understanding of opportunities (which links well into activity 3) however it was the threats (external) that was the limiting factor again. This has been repeated consistently in all LE reports, however is still not being improved on the whole.

It has been made clear in all Lead Examiner reports that threats must be **EXTERNAL** to the business (out of their control). If the business can control the factor then it should be placed outside of the threats box. No credit is given to points made in the threats box that is in the control of the business. Using ProSport as a threat will allow one external to be credited (quality of response will determine banding here), however using ProSport as the only threat can only be counted as **one external threat**, no matter how many points are made, as this information is given to candidates in the paper and does not evidence preparation through development of other related businesses

The examples to wider research in general were limited in candidate's responses and there still needs to be clearer links made to the research as opposed to, in some cases, where candidates were just 'tagging on' research linked to a point they made, and not really using the research to support the response. For example, DPS does x/y/z (taken from the scenario) …. just like Business A (not highlighting exactly how this is similar)

ProSport (competitor business) in some cases was the only business used to support responses and this will only allow candidates to achieve the lower bandings for this activity (max band 2 for trait 1)

Activity 3 (20 marks)

Activity 3 evidenced better candidate responses where there was a clear understanding of what the activity response requires. This question has been clearly articulated in all the previous Lead Examiner reports to emphasise that the ideas for development (recommendations) **do not require any supporting research**, yet have to be clearly developed, with examples of how they would be implemented, to score into the higher bandings. Key here is the development of the recommendation.

This response requires recommendations for the customers, the trends in the industry and meeting the needs of the business. All three elements need to be covered to reach the higher banding. Examiners looked to

categories these recommendations into the three headings if the candidate had not specifically sectioned these off within the response. To gain maximum marks on the coverage there must be 7 points made here (2/3 under each heading). Each trait is also graded separately on the quality of its content, linked to the bands available.

Justifications were still being included in this response, and they are not creditworthy for activity 3, they need to be included in activity 4. **Candidates will not be credited at all for giving reasons in this response (e.g. to maximise profit, to increase customer numbers etc)**

Candidates continued to include the WHY and this activity only requires the HOW. Candidates need to see this activity as the '**Planning for Improvement'** element of the paper – meaning that the information they include needs to be tangible, and could be implemented without anyone having to ask any further detail on what would the recommendation or plan be – Prepare this as a 'business plan' making sure that the reader could implement the recommendations without asking any further questions!

Activity 4 (12 marks)

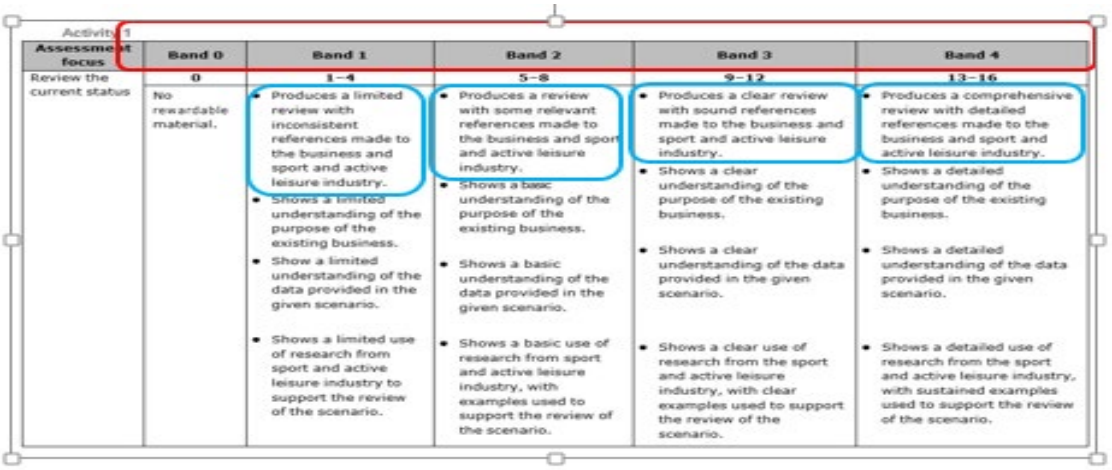
Activity 4, the research and preparation undertaken by candidates allows them to perform well on this question, as this is all about justifying the recommendation and supporting with relevant research to do this. This question requires candidates to very clearly justify the recommendations made and link these to wider research. Specific and sustained research needs to be included in candidate's responses for this activity. The level of justification for the recommendations in activity 3 needs consolidating and expanding to score into the higher bandings here.

Key to managing time and focus – Use the time wisely!

The most difficult element of this paper for most candidates has still been the ability to be very specific and focussed with their responses through the questions. There was a tendency for candidates to repeat themselves as they have in previous series, and include more information than was necessary in certain activities. This was particularly seen again in activity 3 and 4 where candidates were making recommendations, and giving reasons (justifications) in activity three, and then the development of the response for activity 4 was limited. **Justifications included in activity 3 are not awarded credit unless they are placed in activity 4. Activity 3 requires no link to research at all, and 20 marks are available.**

How the mark scheme works for Unit 22

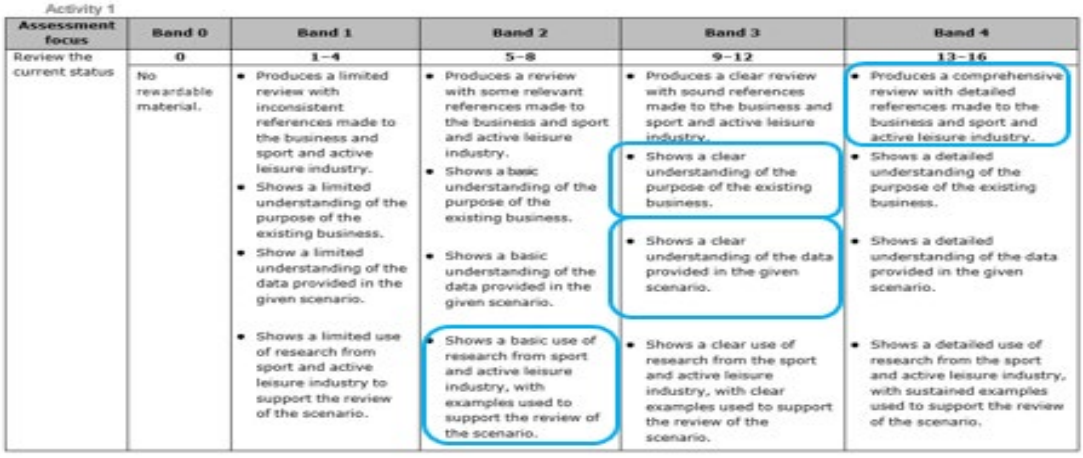
Mark schemes are set out into Bands and Traits
The traits are linked, and get progressively more difficult through the banding



Activity 1

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Review the current status	0	1–4	5–8	9–12	13–16
	No rewardable material.	• Produces a limited review with inconsistent references made to the business and sport and active leisure industry. • Shows a limited understanding of the purpose of the existing business. • Show a limited understanding of the data provided in the given scenario. • Shows a limited use of research from sport and active leisure industry to support the review of the scenario.	• Produces a review with some relevant references made to the business and sport and active leisure industry. • Shows a basic understanding of the purpose of the existing business. • Shows a basic understanding of the data provided in the given scenario. • Shows a basic use of research from sport and active leisure industry, with examples used to support the review of the scenario.	• Produces a clear review with sound references made to the business and sport and active leisure industry. • Shows a clear understanding of the purpose of the existing business. • Shows a clear understanding of the data provided in the given scenario. • Shows a clear use of research from the sport and active leisure industry, with clear examples used to support the review of the scenario.	• Produces a comprehensive review with detailed references made to the business and sport and active leisure industry. • Shows a detailed understanding of the purpose of the existing business. • Shows a detailed understanding of the data provided in the given scenario. • Shows a detailed use of research from the sport and active leisure industry, with sustained examples used to support the review of the scenario.

Candidates do not have to be hit every trait within a band to be placed within that banding. Typically, a candidate will have a response that may look like the example below



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Examiners training allows them to then holistic mark the activity and place the grade within the correct band and grade accordingly within that band

Individual Questions

The following section considers each activity on the paper, providing examples of candidate responses and information regarding where responses were positive and scored well, and where the areas of focus are with regards preparing for future examinations.

This section should be considered with the live external assessment (Summer 2022) and corresponding mark scheme (once the paper is published and can be used for supporting future series)

Activity 1. Review of business information.
Review the current business status using the information provided in the set task information about DPS Leisurewear

You should consider:

- the purpose
- the data
- your research of the sport and active leisure industry

Reviewing the business

The review should use the information from the current business DPS and needs to consider the purpose, the data and supporting research undertaken in Part A, or the use of the second business within the scenario (ProSport)

As with all the previous papers there were a number of elements that could have been included within the candidate responses here, and all were credit worthy, so long as they were valid. Repetition of the scenario, and taking information directly from it, with no further expansion scored very low on this activity. The key here is to think about the IMPACT on the business, or how what the business does will affect it in the current position, or moving forwards.

Candidates could have included information regarding any of the potential areas below:

- Business Type (Ltd)
- Business Scope (National)
- Business Size (small)
- Current Provision (activities)

- Staffing/roles/responsibilities (FT/PT)
- Range of facilities/resources

Whatever information the candidate decides to use from the scenario needs to link to the purpose of the business and to explain what the impact could be on the business.

To focus the response here candidates could use the following from the specification to structure their response:

- **Make profit**
- **Survival and Growth**
- **Diversification**
- **Service Provision**
- **Marketing**
- **Customer Service and Satisfaction**

The stronger responses in this paper were where candidates used the information from the scenario and linked it to the specification structure above, clearly identifying where the business was showing growth or decline (through the data figures), where their service provision was (facilities, access, session/activity times and dates etc), information on the marketing aspects and so on.

Candidates could have included that the business is a limited company, and information about what a limited company. This could have included liability, the pros and cons of a Ltd, regarding issues of profit, sickness and cover. Candidates could have included information that the business is national, and what its potential USP is to attract its target demographics

Identifying the size of the business and the impact of the working patterns of the MD with regards full-time roles and responsibilities, sales and distribution teams. Candidates can think about the size of the business, compared to the staffing structure, and link this to income and expenditure to see if its suitable for survival/growth or diversification

The response could have included the scope of the business (national), however that its limited to college and universities markets (other markets could be identified here for diversification options (schools/sports clubs)

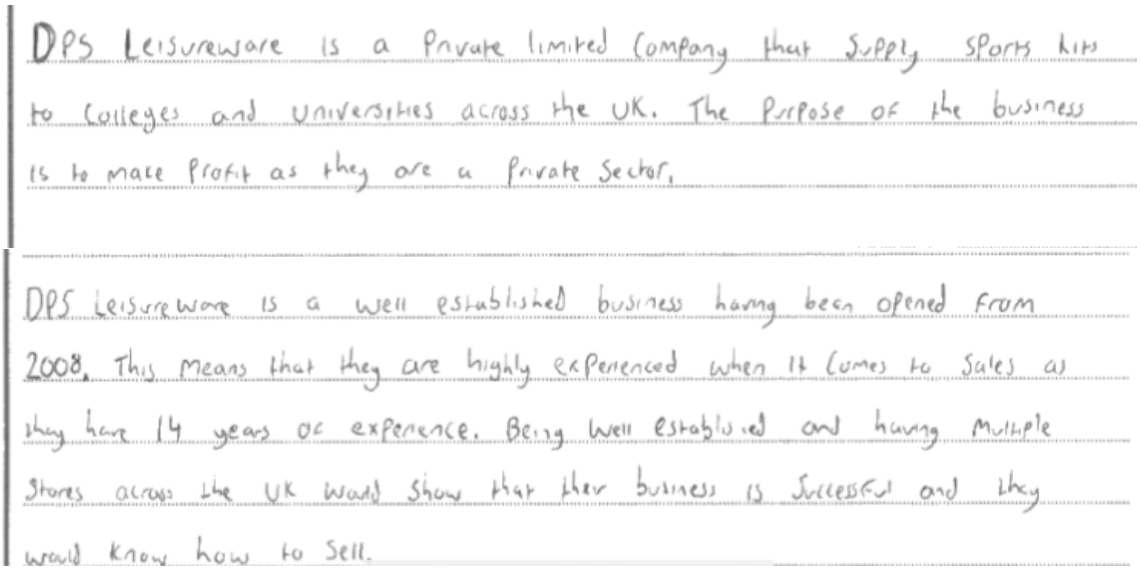
The best structured responses-maintained links with the scenario and the specification coverage. Highlighting that the business is looking to **increase profit (make profit), that they survive and grow, that they can be the market leaders within their demographic, that they have a good service provision(diversification), and high-quality customer service and satisfaction** focused candidate's responses.

It is important that whatever element the candidates focuses on from the scenario that they are linking it back to the purpose of the business. Ultimately all these will then develop profit, which would be the underlying theme for this response for a growing business

Ensuring that examples are incorporated that link to the points being made were important in this activity. The key for the higher banding here is to link similar and different elements of the presented business to other businesses. This can obviously include the second business (ProSport) however this will not allow higher banded responses. Only external research can command the higher banding here (band 3 and 4)

Example of candidate responses for Activity 1

Examples for purpose coverage

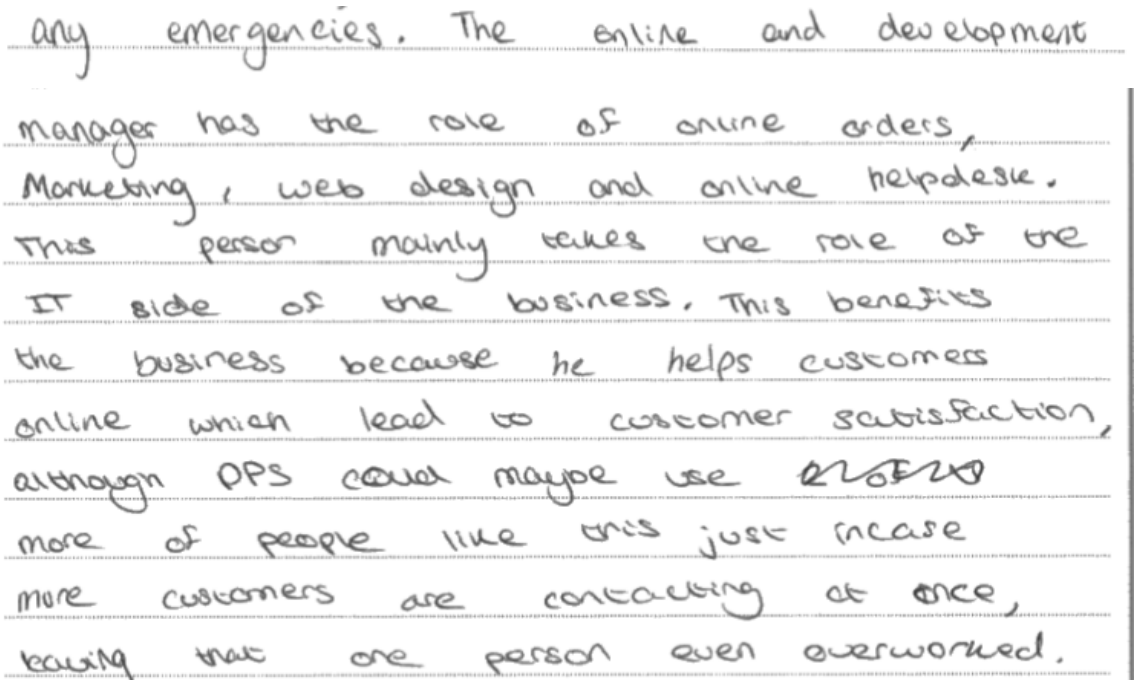

DPS Leisureware is a Private limited Company that Supply Sports kit to Colleges and Universities across the UK. The Purpose of the business is to make Profit as they are a Private Sector,

DPS Leisureware is a well established business having been opened from 2008. This means that they are highly experienced when it Comes to Sales as they have 14 years of experience. Being well established and having multiple Stores across the UK would show that their business is Successful and they would know how to Sell.

These points made were all awarded within the 'basic' banding for this activity. For example, in the first paragraph there is a link between being a Ltd company and making profit with the private sector. Extending this to include pros and cons of a Ltd company would have allowed higher scoring

here. In paragraph 2 linking that the business is well established (due to 14 years of experience is a basic point. Extending this to include how this benefit and impacts the profit would take it to next level (include data to support this and this response then becomes even stronger). There is incorrect information included here with regards stores across the UK, which is not the case, therefore not credit worthy.

The following response was awarded into the 'Clear' banding for purpose. There were clear links with online orders, marketing, design and helpdesk and the impact on the business with relation to customer satisfaction, and workload of the current DPS team to allow them to maintain a high level of service. These links show a wider thought process and understanding of the purpose, therefore scoring higher band.



any emergencies. The online and development manager has the role of online orders, Marketing, web design and online helpdesk. This person mainly takes the role of the IT side of the business. This benefits the business because he helps customers online which lead to customer satisfaction, although DPS could maybe use more of people like this just incase more customers are contacting at once, causing that one person even overworked.

Data

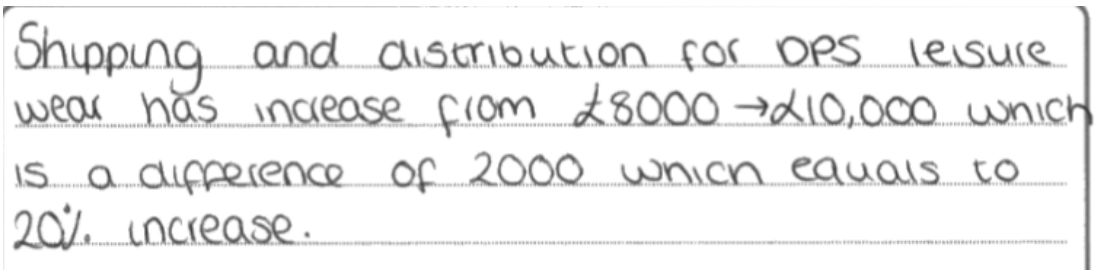
There was plenty of data for candidates to use to evidence their understanding of this area. Data available from this scenario included:

- **Income and operational costings/expenditure**
- **Pricing and discounts**

Data was not well used again throughout this series even though there was a significant data information included in the income and operational costings table.

As with previous papers there tended to be a repetition of the information from the scenario, as opposed to analysis of the data to support the review. **Examiners were looking to see how candidates could use the data, make links between the data sets, and link it to the impacts on the business**. If candidates simply regurgitated the scenario information they could not move out of the lower banding (limited understanding). To move up through the banding's candidates needed to interpret the data.

The strongest candidates used the income and operational costings to highlight that there had been an increase in purchasing budget (linked to increased sales, specifically). Stronger candidates also linked that distribution costs were elevated due to the increased online sales, and that fixed costs such as legal costs and online accounting tools had remained consistent, therefore allowing increased profit. Stronger candidates use the data to show % changes

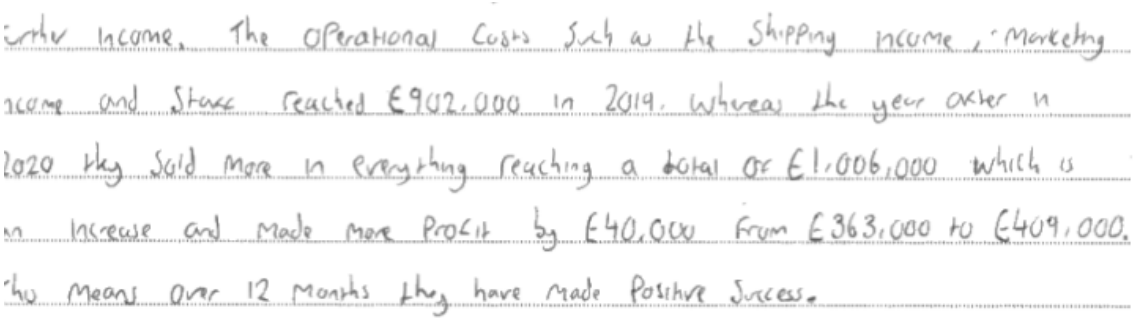

Shipping and distribution for DPS leisure wear has increase from £8000 → £10,000 which is a difference of 2000 which equals to 20% increase.

In this example the candidate has attempted to show understanding of the data by explaining the % increase in shipping and distribution, however the maths here is incorrect. They would get some credit for the fact they identify the 2000 increase, however the 20% is incorrect. If this was correct then the scoring would increase here (25% increase)

If candidates were starting to make clear links with data sets, looking how this could potentially affect the business in other areas the higher bandings were awarded

The full range of data available would not need to be included, but candidates needed to show that they can extrapolate this information and interpret it linking it to the business

Other candidate response for data

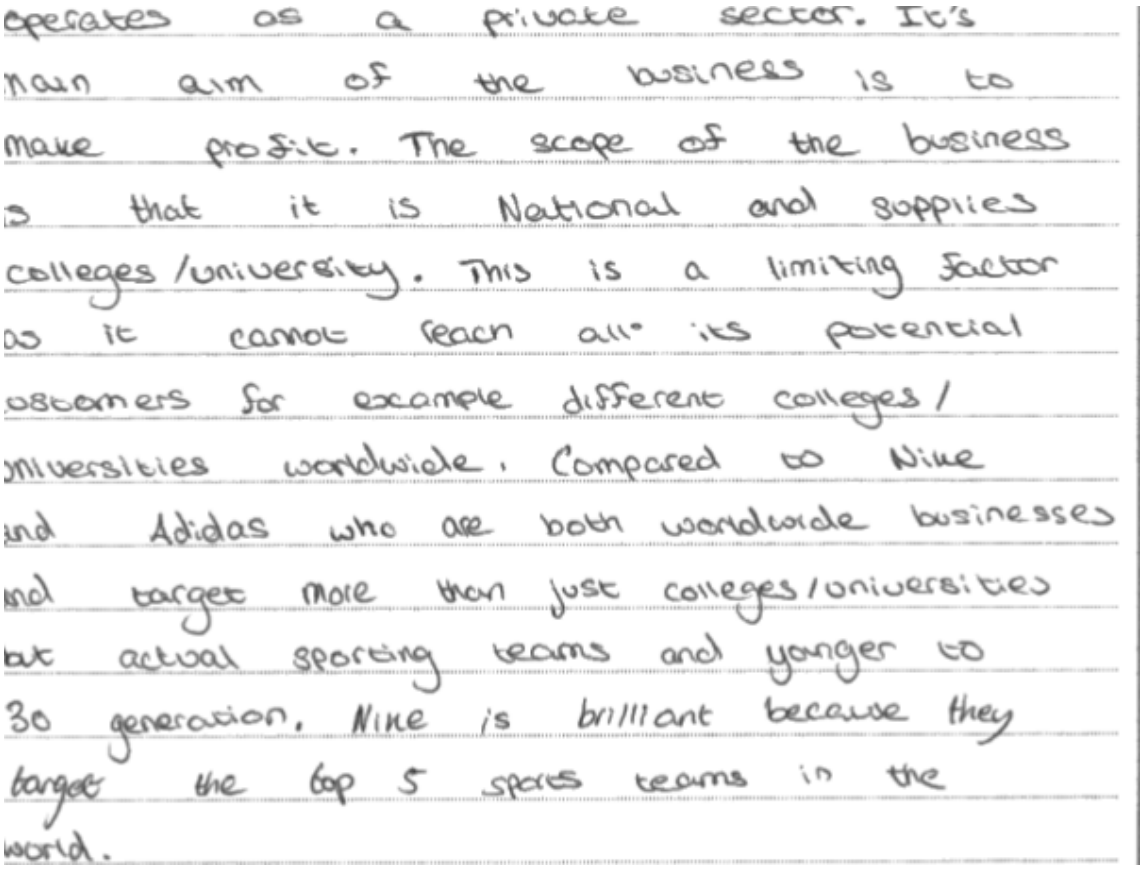

further income. The operational costs such as the shipping income, marketing income and stock reached £902,000 in 2019. whereas the year after in 2020 they sold more in everything reaching a total of £1,006,000 which is an increase and made more profit by £40,000 from £363,000 to £409,000. this means over 12 months they have made positive success.

This responces is repetitive of data, and actially the 40,00 sited is incorrect. This is 46,000 more profit between the two years. No credit therefore awarded above the 'limited' banding (repetition of the data sert only)

Research

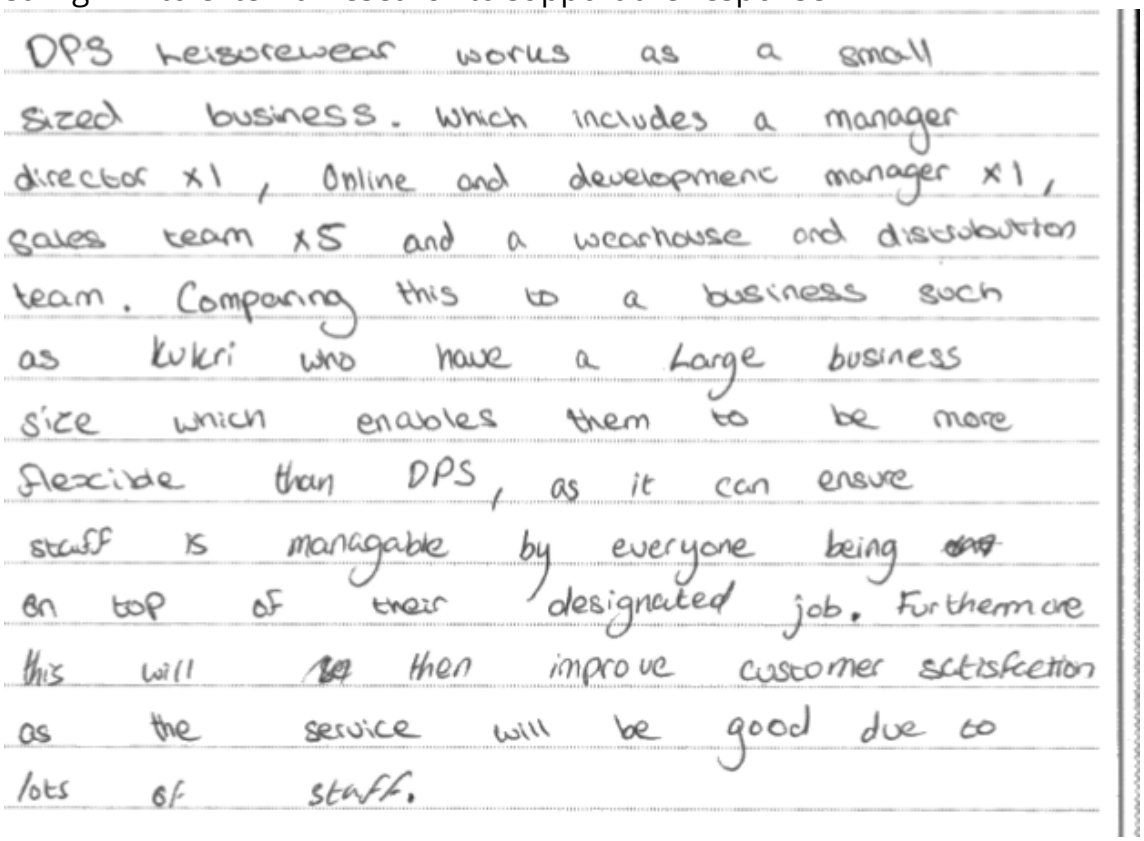
Research needed to be specific to the point that was being made and relate to the information from the scenario. Research could have been included on any element discussed within in this activity. It was important to reach the higher banding that external research (outside of ProSport) was used. Band 3 and 4 could not be achieved without the inclusion of external research. Research needed to be relevant. Some candidates were simply 'bolting on' the name of a researched business to the point that they were making.

Examples of a research supported response


operates as a private sector. It's main aim of the business is to make profit. The scope of the business is that it is National and supplies colleges / university. This is a limiting factor as it cannot reach all its potential customers for example different colleges / universities worldwide. Compared to Nike and Adidas who are both worldwide businesses and target more than just colleges / universities but actual sporting teams and younger to 30 generation. Nike is brilliant because they target the top 5 sports teams in the world.

Here reference to Nike and Adidas was sited linked to DPS being a national company in the private sector. Although 2 businesses have been sired here, only one external will be credited as its linked to the same overall point. The candidate has looked to link to DPSs target audience, siting the difference between the companies.

Below the same candidate continues to use additional external businesses (kukri) to link to another element of DPS. Here they look at the business staffing structure linking to flexibility and customer satisfaction. This is a string link to external research to support the response


DPS Leisurewear works as a small sized business. Which includes a manager director x1, Online and development manager x1, sales team x5 and a wearhouse and distribution team. Comparing this to a business such as kukri who have a Large business size which enables them to be more flexible than DPS, as it can ensure staff is managable by everyone being on top of their designated job. Furthermore this will then improve customer satisfaction as the service will be good due to lots of staff.

Mark scheme for activity 1

Activity 1

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Review the current status	0	1–4	5–8	9–12	13–16
	No rewardable material.	• Produces a limited review with inconsistent references made to the business and sport and active leisure industry. • Shows a limited understanding of the purpose of the existing business. • Show a limited understanding of the data provided in the given scenario. • Shows a limited use of research from sport and active leisure industry to support the review of the scenario.	• Produces a review with some relevant references made to the business and sport and active leisure industry. • Shows a basic understanding of the purpose of the existing business. • Shows a basic understanding of the data provided in the given scenario. • Shows a basic use of research from sport and active leisure industry, with examples used to support the review of the scenario.	• Produces a clear review with sound references made to the business and sport and active leisure industry. • Shows a clear understanding of the purpose of the existing business. • Shows a clear understanding of the data provided in the given scenario. • Shows a clear use of research from the sport and active leisure industry, with clear examples used to support the review of the scenario.	• Produces a comprehensive review with detailed references made to the business and sport and active leisure industry. • Shows a detailed understanding of the purpose of the existing business. • Shows a detailed understanding of the data provided in the given scenario. • Shows a detailed use of research from the sport and active leisure industry, with sustained examples used to support the review of the scenario.

Activity 2. Business model analysis

Using the SWOT **or** PESTLE business model, analyse the factors that are currently affecting

For this question the vast majority of the candidates opted to use the SWOT analysis which has been successful. Where candidates chose to use the PESTLE analysis, there was a clear lack of competitor activity within the response, and therefore they could not move out of Band 1 – The PESTLE analysis therefore, without the correct incorporation of eternal examples limits the activity outcome to max 4 marks.

Using SWOT, this was a well-developed response overall, however with a few modifications higher bandings could easily have been achieved by a number of candidates. Following the guidance in the SMLW (Sample Marked Candidate work) and previous Lead Examiner reports and exam papers, most candidates set out the SWOT originally in a table form under the 4 headings, then went into further detail to expand this response. This has tended to be the best approach to completing this question successfully, as the plan structures the response and ensures coverage of all elements.

KEY POINT

For traits 2 and 3 (knowledge an application of the business model) candidates are required to make at least 3 points under each correct heading (SWOT), using external research to support their answer to score in the top band (band 4). There must be a minimum of at least 2 suitable external businesses used in this activity to score into this highest banding.

It is then the quality of the response from limited (band 1) to detailed (band 4) that examiners were looking for.

This question for the SWOT analysis requires candidates to clearly place the correct information into the right position within the business model. It's important that candidates understand that there are internal and external factors that are affecting the business.

The strengths and weaknesses (internal) were in general well-presented candidate responses. Opportunities and threats (external) are where

candidates struggled with this response, specifically the threats. Threats need to be external, and must be 'out of the control' of DPS

If they are in control, and DPD can have direct influence over them, then they are potentially weaknesses or opportunities

Where candidates completed this response with just the SWOT analysis list/table without any examples of information regarding the points that they had made, then this response could reach a maximum of 4 Marks (information presented in the table format must be suitable and relevant to be awarded credit) if they had included 3 correct points under each heading.

Therefore, if candidates plan the SWOT analysis out, clearly highlighting 3 points under each of the correct heading, without any further detail or research they can score 4 marks on this question

KEY POINT

The research element of this question is where candidates failed to achieve the grade they were capable, especially if using PESTLE analysis. Considering the mark scheme for this activity, to move into band 2, competitor activity must be used to support the responses being given (see below). No research (the scenario company ProSport would be credited here) limits candidates to the bottom band, so whatever the quality of their response, no research limits the marks available.

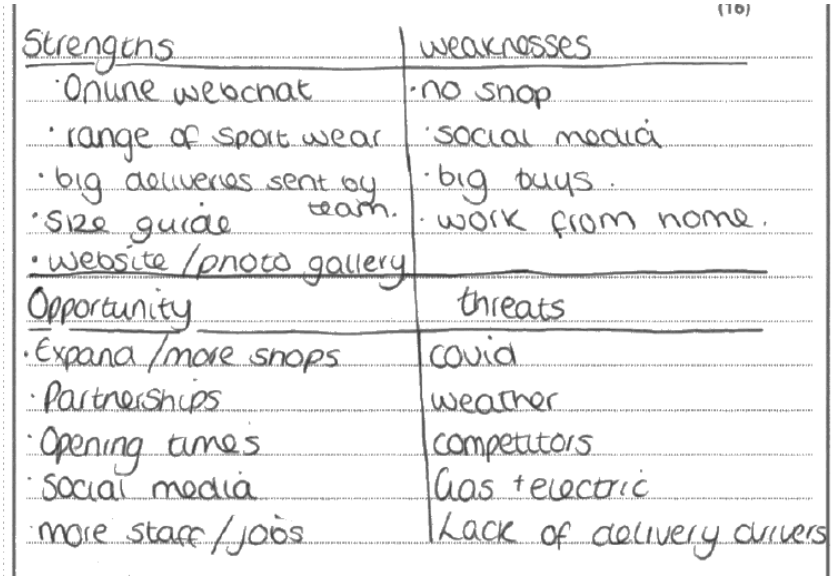
Activity 2

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Analyse the internal and external influences	0	1–4	5-8	9-12	13-16
	No rewardable material.	• Produces a limited analysis of internal and external factors that influence the business. • Demonstrates a limited knowledge	• Produces a basic analysis of internal and external factors, including competitor activity, that influence the business, supported by examples	• Produces a sound analysis of internal and external factors, including competitor activity, that influence the business, supported by sound examples and	• Produces a detailed analysis of internal and external factors, including competitor activity, that influence the business, supported by detailed examples drawing on

It is important to note, that the research (competitor) could link to any point made throughout the response, under any of the headings, as long as it is relevant. The most obvious areas here to link to is external (opportunity and threat), however included anywhere it would be credited.

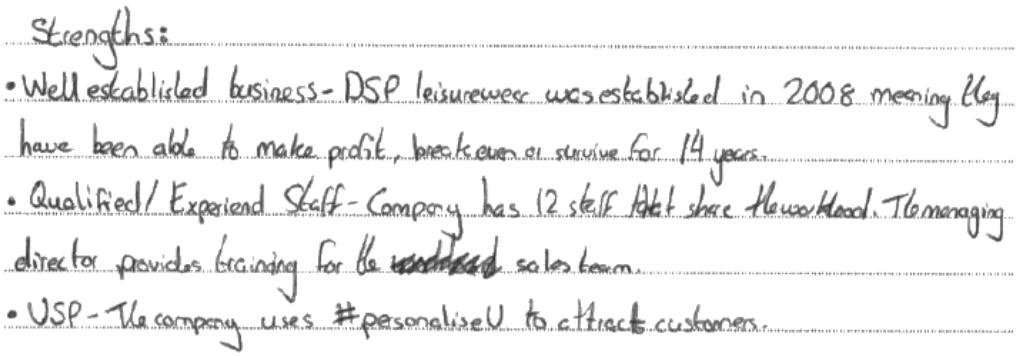
Examples of a candidate responses

Firstly, a good example of how to plan the SWOT can be seen below. This shows the candidate has clearly set out the plan for answering the activity ensuring that there is sufficient coverage in each area to gain full marks (if fully explained). The candidate will score marks for this plan if it's the only thing included within the response with no additional explanations, however it will not move out of band 1 and therefore will not reach minimum standards of Pass for this question overall



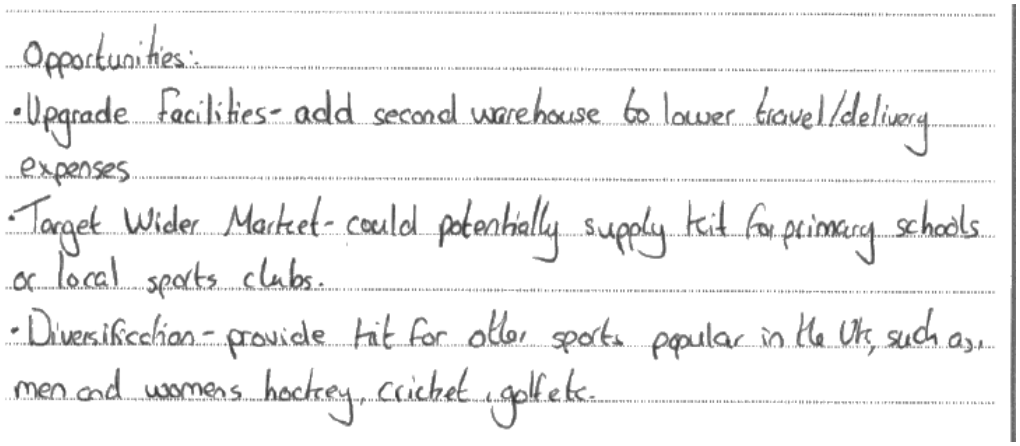
Strengths	weaknesses
· Online webchat	· no shop
· range of sport wear	· social media
· big deliveries sent by team.	· big buys.
· size guide	· work from home.
· website / photo gallery	
Opportunity	**threats**
· Expand / more shops	covid
· Partnerships	weather
· Opening times	competitors
· social media	Gas + electric
· more staff / jobs	Lack of delivery drivers

The example below shows a more extended version of the 'plan'. Again, marks can be gained for completing this activity in this way, however they will be limited to the lowest bands



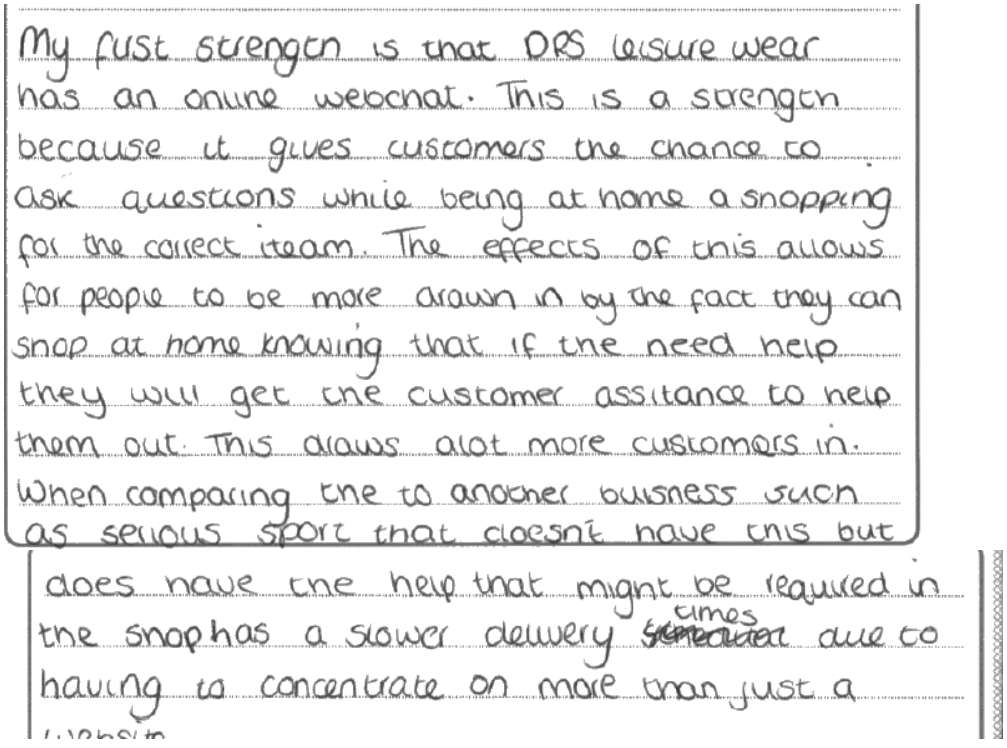
Strengths:

- Well established business - DSP leisurewear was established in 2008 meaning they have been able to make profit, break even & survive for 14 years.
- Qualified / Experienced Staff - Company has 12 staff that share the workload. The managing director provides training for the ~~[illegible]~~ sales team.
- USP - The company uses #personaliseU to attract customers.



Opportunities:
- Upgrade facilities - add second warehouse to lower travel/delivery expenses
- Target Wider Market - could potentially supply kit for primary schools or local sports clubs.
- Diversification - provide kit for other sports popular in the UK, such as, men and womens hockey, cricket, golf etc.

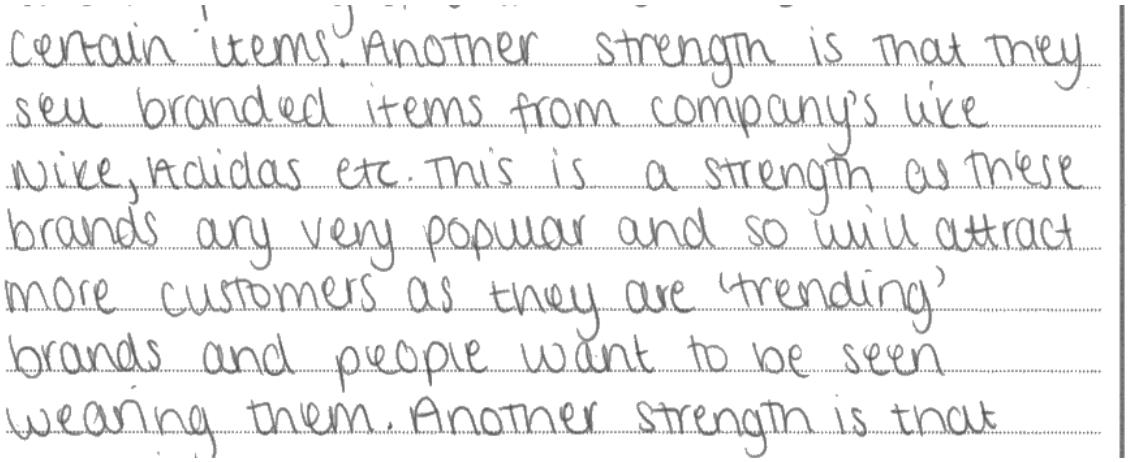
This strength was marked as a sound response (band 3). The detail and scaffolding clearly articulates that the candidate has a good understanding of this element of the business and its importance. They link online chat customer questions to making the correct purchases. They then link to customer assistance from home shopping. They then include suitable and relevant research to support the answer. The research (serious sports) example ties in with the website and resulting changes in delivery time.



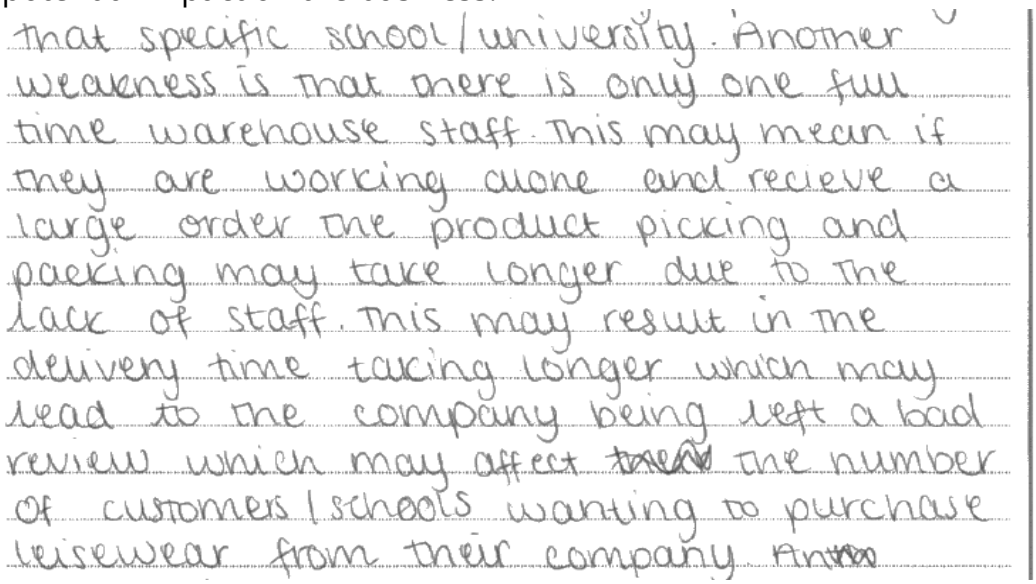
My fust strength is that DRS leisure wear has an online webchat. This is a strength because it gives customers the chance to ask questions while being at home a shopping for the correct iteam. The effects of this allows for people to be more drawn in by the fact they can shop at home knowing that if the need help they will get the customer assitance to help them out. This draws alot more customers in. When comparing the to another buisness such as serious sport that doesnt have this but does have the help that might be required in the shop has a slower delivery times due to having to concentrate on more than just a

The example below was given awarded band 2. Here the candidate uses the example of branded items. This was well linked to attractive brands that are popular. To extend the answer and score higher, they need to link this more to how this will positively impact the business i.e. more popular = more

sales/higher profit margin=more profit. (NB using Nike/Adidas is this response was not classified as external research)


certain items. Another strength is that they sell branded items from company's like Nike, Adidas etc. This is a strength as these brands ary very popular and so will attract more customers as they are 'trending' brands and people want to be seen wearing them. Another strength is that

The response below was awarded a sound (band 3). This weakness was well scaffolded and covered the point of warehouse staff, lone working, distribution challenges, leading to potential bad reviews (negative impact). The candidate has linked the elements well together resulting in n overall potential impact on the business.


that specific school/university. Another weakness is that there is only one full time warehouse staff. This may mean if they are working alone and recieve a large order the product picking and packing may take longer due to the lack of staff. This may result in the delivery time taking longer which may lead to the company being left a bad review which may affect ~~them~~ the number of customers/schools wanting to purchase leisewear from their company An~~o~~

Overview of most popular responses for the SWOT analysis (taken from a range of candidate responses)

INTERNAL	
Strength	**Weaknesses**
• Well established small business (2008)- 14 years old • Wide target audience (UK distribution Online) • Strong product range – custom wear and branded products available • Website covers key information • Sales team by region to support ordering/sizing • Pricing low in comparison to other equivalent* • Timing of order to distribution (4 weeks) • 50 different color options • Website includes good news stories/successful customer feedback	• Limited product range – very specific Limited range of 'teamwear' Limited range of branded • Distribution from 1 site only (North) • Pricing high in comparison to other equivalent* • Staffing costs are high • Only 70/538 businesses targeted (13%) • No social media presence?
EXTERNAL	
Opportunities	**Threats (out of the control of DPS)**
• Widen product range • Social media presence to enhance promotion and brand awareness • Widen target audience - include high schools/primary schools/teams/clubs etc. • More discounts/packages to be made available	• ProSport (IF THEY ONLY ProSport as a threat no matter how many points, only class it as ONE THREAT • Other online businesses (only 1 threat) • Cost of material/Shipping/demand • Cost of distribution (fuel

• Memberships offers/discounts • Potential for Celebrity endorsements • Reduced delivery times – in line with competitors (2 weeks) • Distribution/warehouse open weekends • Website to include Q+A sessions to support customers making correct choices	• Manufacturing costs increasing • College/Universities market saturated by competitors

KEY POINT 2

If ProSport (the second business) or an external competitor is used under the threats box it is only counted by examiners as one threat (i.e. ProSport is the threat), no matter how many points are made. For example, if in the threats the following were included (from example above):

- ***ProSport/External Competitor– better pricing***
- ***ProSport/External Competitor – better range of product***
- ***ProSport/External Competitor - better distribution demographic***

This would only be credited as ONE threat (for top band there needs to be 3 in the threats section that are relevant)

Mark scheme for activity 2

Activity 2

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Analyse the internal and external influences	0	1–4	5-8	9-12	13-16
	No rewardable material.	• Produces a limited analysis of internal and external factors that influence the business. • Demonstrates a limited knowledge and understanding of the business model used. • Demonstrates a limited understanding of how to apply a business model when analysing the business.	• Produces a basic analysis of internal and external factors, including competitor activity, that influence the business, supported by examples • Demonstrates a basic knowledge and understanding of the business model used. • Demonstrates a basic understanding of how to apply a business model when analysing the business.	• Produces a sound analysis of internal and external factors, including competitor activity, that influence the business, supported by sound examples and some reference to wider research • Demonstrates a sound knowledge and understanding of the business model used. • Demonstrates sound understanding of how to apply a business model when analysing the business.	• Produces a detailed analysis of internal and external factors, including competitor activity, that influence the business, supported by detailed examples drawing on wider research • Demonstrates a detailed knowledge and understanding of the business model used. • Demonstrates a detailed understanding of how to apply a business model, when analysing the business.

Activity 3. Recommendation
Recommend how DPS can develop and market itself.

You should consider:

- customer groups
- trends in the industry
- the needs of the business.

This question requires no external research to be included and holds the largest amount of credit on the paper, a total of 20 Marks.

Candidates need to make recommendations that will allow DPS to develop and market itself moving forwards. Candidate responses were taken at face value here and there was no set responses for examiners to use to award credit. If recommendations were suitable, and they could positively impact the business then they were available to be credited.

KEY to this question: HOW (not WHY)

The vast majority of candidates who scored well on this activity focused very much on the HOW. The best way to think about supporting leaners to complete this question is to make them think, the following:
'If someone was to come and pick up the recommendations they were suggesting, that they would have enough detail to implement them, without asking the candidate any more questions'

The deeper the level of detail the recommendation goes into, the higher the grade boundary.

NO REASONS and NO RESEARCH – HOW ONLY

The response to the activity however does needs some structure. Candidates must cover
recommendations under the required traits: **customers, trends and business.** This is where there was some confusion over which heading they fall under, however examiners were trained to support the when marking, and if headings were incorrect, they credit was still given under the right heading so candidates should look to structure this answer using the three headings

- **CUSTOMER**
- **TRENDS**
- **BUSINESS**

Candidates were structuring this question well and clearly articulating the HOW in the main– this is the biggest mark available on the paper so getting this question right is essential

Candidates need to ensure that they cover all the three elements of this activity to score into the higher bandings

To reach band 4 there must be a spread of recommendations from each trait (customers, trends and business) -3 in each were required – some could be small, and others larger, but the coverage must be in place. Looking at the banding for this activity it is clear that the response needs to be detailed, and more importantly comprehensive to reach the higher banding. By setting the response out into the individual traits then candidates can be sure that they are more likely to be comprehensive in all areas.

Example of structuring the response

Recommendation 1:

Create discount schemes

- There will be 15% discount for first purchase and 10 % online
- Free sample (latest product range) will be provided with spends over £200.00
- 10 % of next order (if you recommend a friend to purchase online)

Recommendations could have included information below (not exhaustive). Setting put a plan, link in activity 2 could ensure that the full coverage is in place.

Trait 2: CUSTOMERS

- **Customer service** (e.g. FAO on website/face to face meetings sales teams)

- **Special offers** (e.g. promotions, customer loyalty schemes/different membership types)
- **Communicating with customers** – (e.g. taking on feedback to improve customer service)
- **Developing activities offered to certain groups** (e.g. specific packages for age groups and exercise outcomes
- **Develop other options for customers** (e.g. subscription for friends and family)

Trait 3: TRENDS

- **New 'on trend' offers** (e.g. tailored and individualised packages)
- **Advertisement and Marketing** (social media outlets – twitter/Instagram/LinkedIn)
- **Develop a USP** (e.g. something that other business don't currently offer that's attractive to participants - (focus the USP)
- **Changes in participation** (e.g. how DPS could improve for specific groups – not just universities/colleges)
- **Increased mass participation events** (free kit to clubs/schools as a sales technique)

Trait 4: BUSINESS

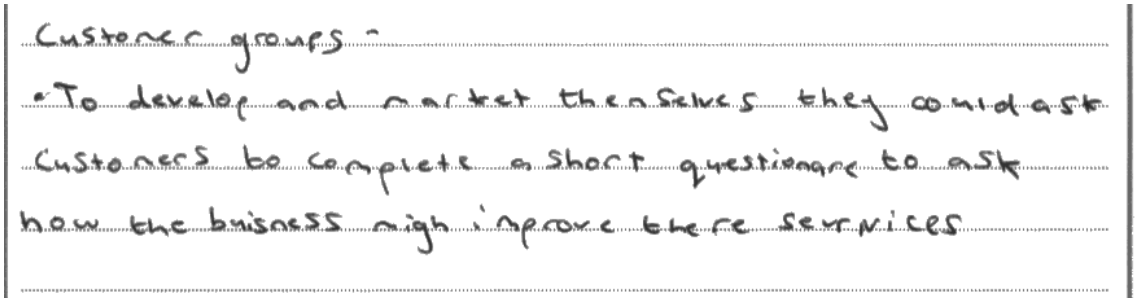
- Sustainable - reduce costs/alternative ways to deliver outcomes with reduced cost
- Staffing–CPD for the sales teams/increased remit of online and development manager (social media presence)
- Increase the number of businesses being targeted (not just uni/college)
- Updating and development – (e.g.) – Legal regulations – product is safe / manufacturing is ethical

KEY POINT

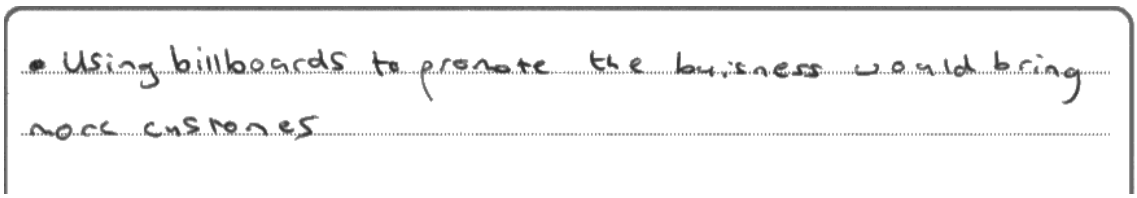
Recommendations should be clear and be suitable for the business to achieve however this section is for **recommendations only**, **not for justifications** as to why the recommendation would be suitable. **Justifications here will not be credited**, this information needs to be placed in activity 4, with a clear link to the justification made in Activity 3.

Examples of candidate responses for this activity

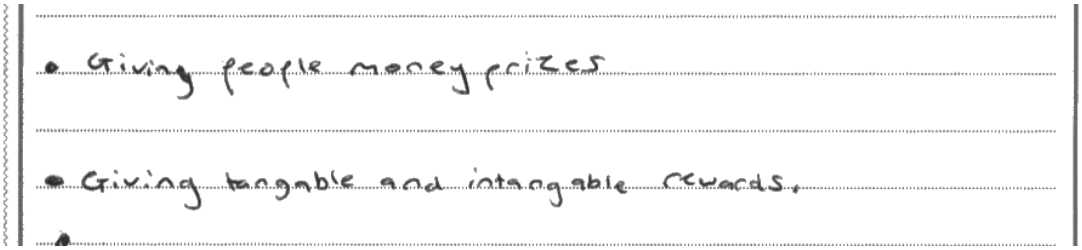
This example was awarded a basic score (bottom of band 2). They have identified a recommendation for the customer (trait 2) and its clear what is to be undertaken. To gain higher marks, this needs to include examples of a question, how many questions, when they questionnaire will be used, what topics etc...


Customer groups -
- To develop and market themselves they could ask
customers to complete a short questionare to ask
how the business might improve there services

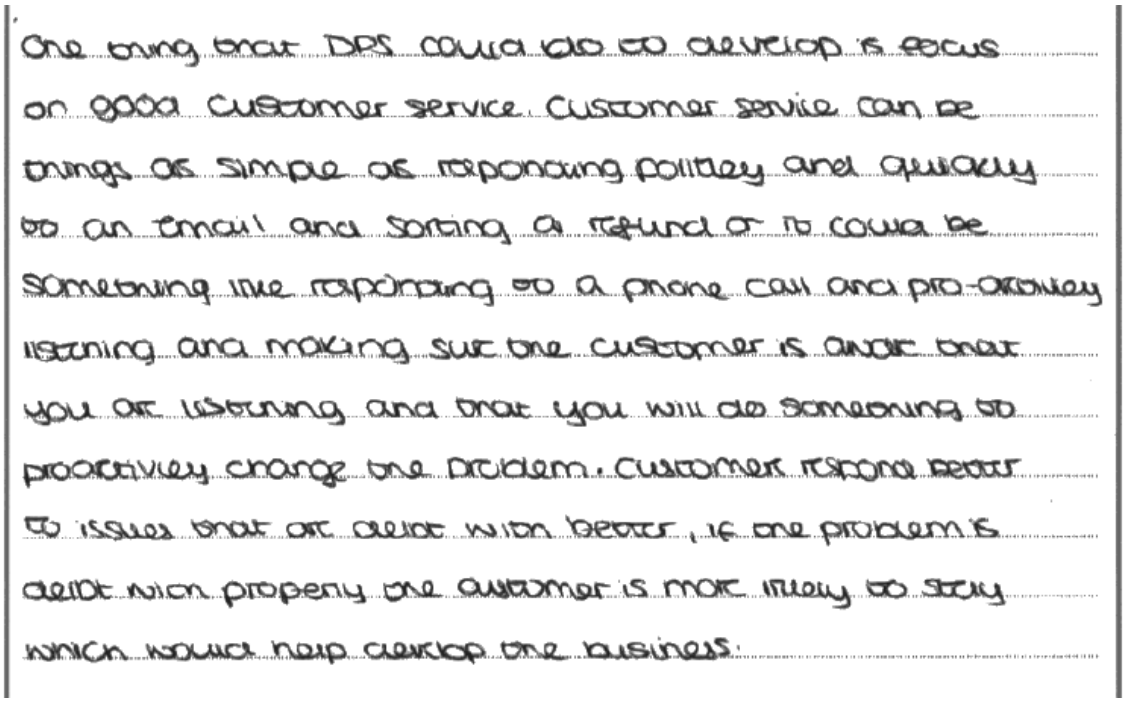
This response was awarded the lowest band fort trait 3 (Trends). Again, to score higher, this would nered to include where the billboard would be loacted, what it would advertise etc. there is no requirement to explain why (bring in more customers) but the respionce does include this. This is a very weak response


- Using billboards to promote the business would bring
more customers

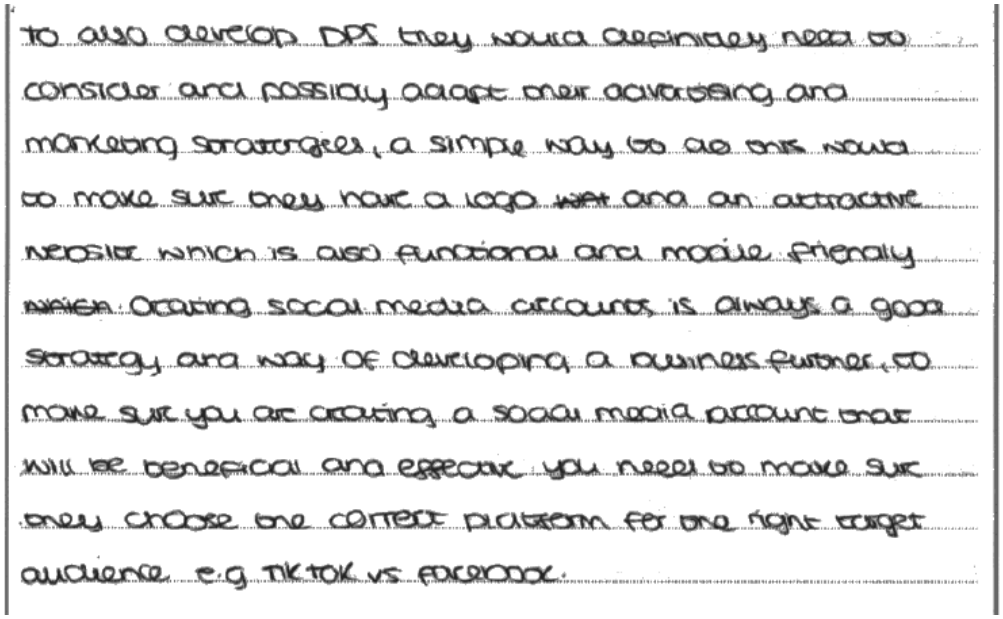
The 2 respince below, even though included within candidate answer were not credit worthy. They were to generic and limited.



The responce below was awarded a band 3 (trait 2). There qwere very clear links and scaffolding within the response. Good customer service, responding politely and quickly to emails, sorting refunds, responsin to phone calls and proactively listeninhg to customers. The last paragraph howeevr4 does start on the 'justification' which is not credit worthy.


One thing that DPS could do to develop is focus on good customer service. Customer service can be things as simple as responding politely and quickly to an email and sorting a refund or it could be something like responding to a phone call and pro-actively listning and making sure the customer is aware that you are listening and that you will do something to proactively change the problem. Customer respond better to issues that are delt with better, if one problem is delt with properly the customer is more likely to stay which would help develop the business.

The following response was awarded band 2 (trait 3- Trends). Aging there were some good ideas about how the business can advertise including logo and attractive website and social media accounts. Again, the devil is in the detail here.... What would the website contain, what would be put on the social media, who would the target audience be, what would the logo look like?


to also develop DPS they would definitely need to consider and possibly adapt their advertising and marketing strategies, a simple way to do this would to make sure they have a logo set and an attractive website which is also functional and mobile friendly when creating social media accounts is always a good strategy and way of developing a business further, to make sure you are creating a social media account that will be beneficial and effective you need to make sure they choose the correct platform for the right target audience e.g TikTok vs Facebook.

Mark scheme for activity 3

Activity 3

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Recommendations	0	1–5	6–10	11–14	15-20
	No rewardable material.	• Recommendations are generic, with limited reference to the development and marketing of the business. • Recommendations demonstrate limited consideration for meeting the needs of customers. • Recommendations demonstrate limited consideration for meeting trends in the industry. • Recommendations demonstrate limited consideration for meeting the needs of the business.	• Overall, recommendations are basic with reference to the development and marketing of the business. • Recommendations demonstrate basic consideration for meeting the needs of customers, supported by examples. • Recommendations demonstrate basic consideration for meeting trends in the industry, supported by examples. • Recommendations demonstrate basic consideration for meeting the needs of the business, supported by examples.	• Overall, recommendations form a sound plan with reference to the development and marketing of the business. • Recommendations demonstrate sound consideration for meeting the needs of customers, supported by relevant examples. • Recommendations demonstrate sound consideration for meeting trends in the industry, supported by relevant examples. • Recommendations demonstrate sound consideration for meeting the needs of the business, supported by relevant examples.	• Overall, recommendations form a comprehensive plan with reference to the development and marketing of the business. • Recommendations demonstrate detailed considerations for meeting the needs of customers, supported by detailed examples. • Recommendations demonstrate detailed consideration for meeting trends in the industry, supported by detailed examples. • Recommendations demonstrate detailed consideration for meeting the needs of the business, supported by detailed examples.

Activity 4. Justification
Justify your recommendations for DPS in relation to:

- 'ProSport and other obstacle events businesses
- The wider business context in the sport and active leisure industry.

This activity heavily focuses on the **WHY,** linked to the recommendations made in Activity 3. Justifications need to be made that support the recommendations regarding how they will improve the business moving forwards. The more detailed the justification here, the higher the banding for trait 1 (see mark scheme below)

This question is marked in isolation to Activity 3 by examiners, however it does link. To ensure that it is clear what recommendation is being justified here candidates are recommended to include this information into the response

For example

Recommendation: To Increase the demographic to include schools and sports clubs

Then make the clear justification as to why this was recommended in activity 3, with reference to external businesses/research

As with previous series the key to moving through the bands for trait 2 for this question links to research to support the justification. This is all about the preparation that takes place through part A of this examination process. Bringing together ideas and recommendations, providing evidence and giving a strong argument for why they should be implemented will move candidates into the higher bandings.

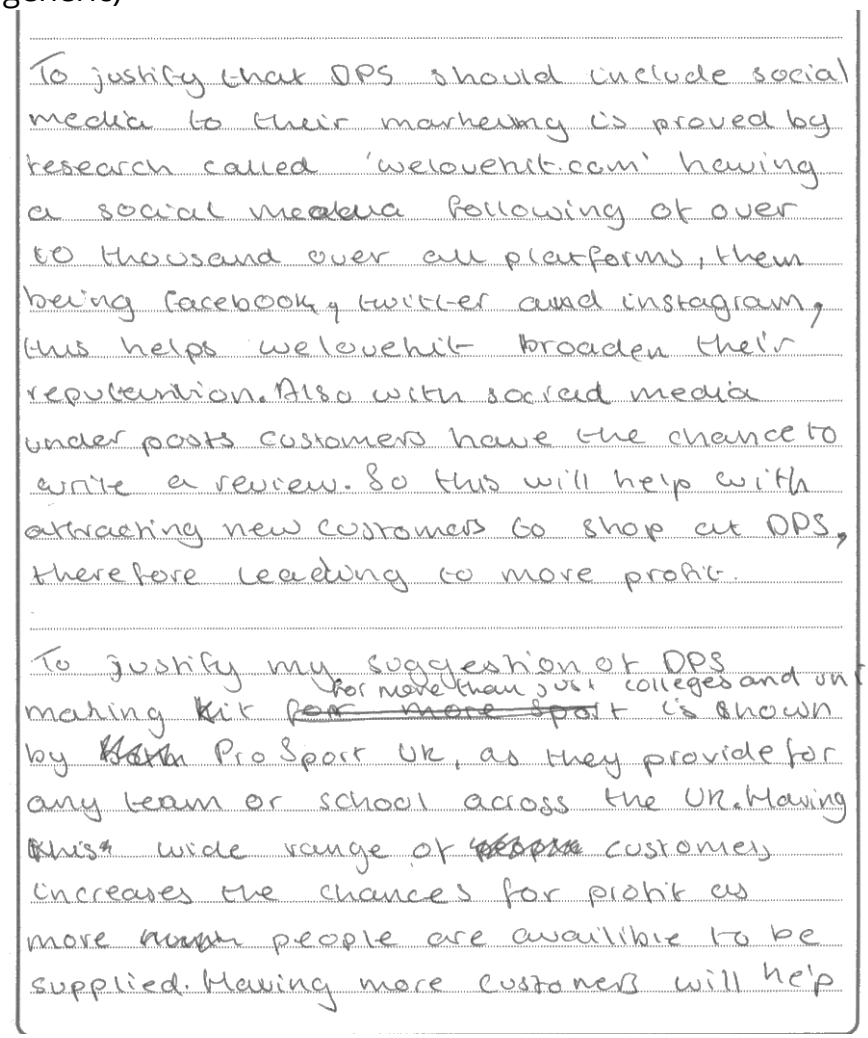
With regards structuring this response, candidates could use the following techniques

1. **What recommendation is the justification linked to (e.g. opening the demographic up)**
2. **Trait 1: Give the reasons why this improve the business (credible ones)**

3. **Trait 2: Link this to some research from Part A (wider business context), or scenario business (ProSport– band 2 max for trait 2) to support the point made.**

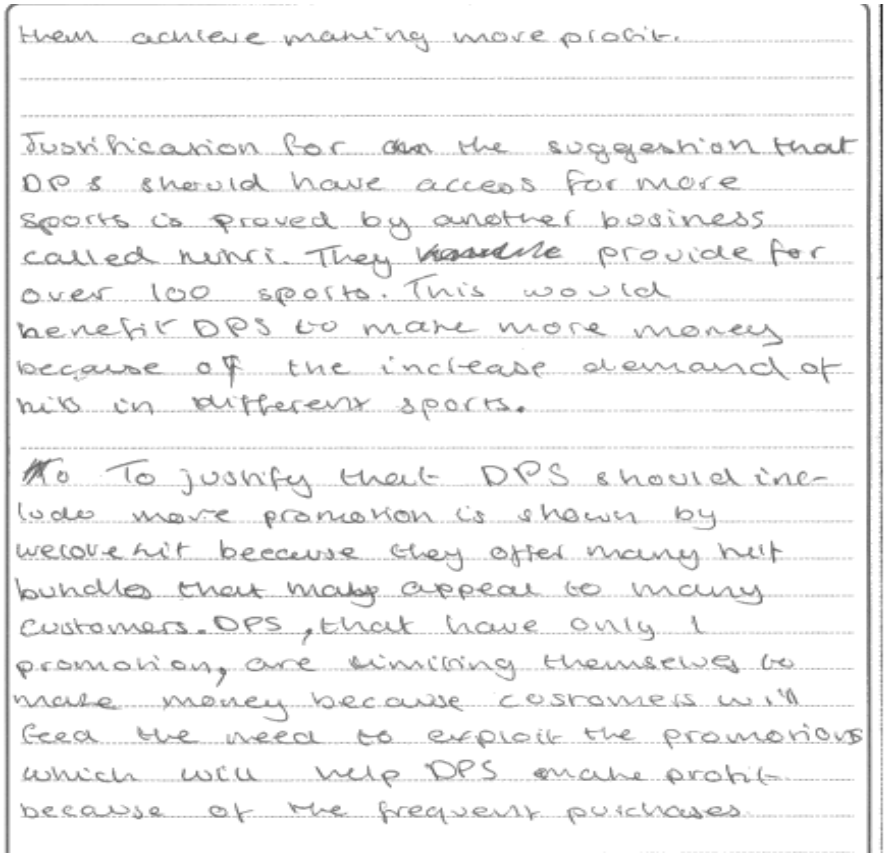
Examples of responses for this Activity

The following response was awarded an overall band 2 (5 marks). The response starts strong, but then becomes weaker throughout. The first point made about social media and its reach, broadening reputations and allowing customers to write reviews which could attract new customers and bring in more profit was well written. Within this section of the response there is also some research that is relevant to the social media point being covered.
The third paragraph about access for more sports is the weakest element of the response. They use research of Kukri to try to support the answer which again links well into clear links to business and the wider context, however the points are relatively limited (more profit due to increase demand – generic)



To justify that DPS should include social media to their marketing is proved by research called 'welovehit.com' having a social media following of over 10 thousand over all platforms, them being facebook, twitter and instagram, this helps welovehit broaden their reputation. Also with social media under posts customers have the chance to write a review. So this will help with attracting new customers to shop at DPS, therefore leading to more profit.

To justify my suggestion of DPS for more than just colleges and uni making kit for more sport is shown by ~~Kukri~~ Pro Sport UK, as they provide for any team or school across the UK. Having ~~this~~ wide range of ~~people~~ customers increases the chances for profit as more ~~many~~ people are availible to be supplied. Having more customers will help

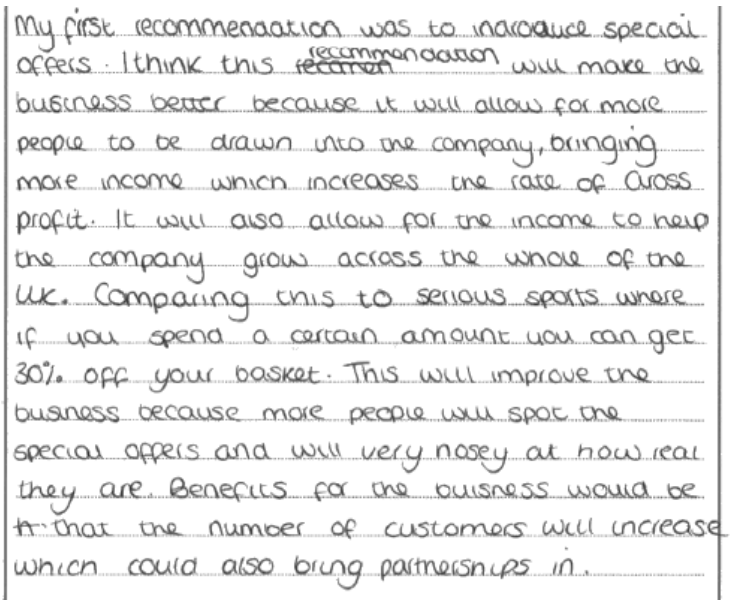


them achieve making more profit.

Justification for the suggestion that DPS should have access for more sports is proved by another business called nuki. They provide for over 100 sports. This would benefit DPS to make more money because of the increase demand of kits in different sports.

To justify that DPS should include more promotion is shown by we've not because they offer many kit bundles that may appeal to many customers. DPS, that have only 1 promotion, are limiting themselves to make money because customers will feel the need to exploit the promotions which will help DPS make profit because of the frequent purchases.

The following response scored band 3 (for the section highlighted below). Special offers, draw people into the company, more income, increasing profit company growth, and bringing in partnerships. Although some of the points are generic (e.g. more profit) this linked together/scaffolded, develops a more sustained response. Research is also included (serios sports) to support the response.



My first recommendation was to introduce special offers. I think this recommendation will make the business better because it will allow for more people to be drawn into the company, bringing more income which increases the rate of Gross profit. It will also allow for the income to help the company grow across the whole of the UK. Comparing this to serious sports where if you spend a certain amount you can get 30% off your basket. This will improve the business because more people will spot the special offers and will very nosey at how real they are. Benefits for the business would be that the number of customers will increase which could also bring partnerships in.

Mark scheme for activity 4

Activity 4

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Justify your recommendations	**0**	**1–3**	**4–6**	**7–9**	**10–12**
	No rewardable material.	• Justifications are generic with limited links made to the recommendations given. • Justifications make limited links between businesses and wider business context.	• Justifications are basic with some links to the recommendations given. • Justifications are basic with some links between businesses and wider business context, supported by examples.	• Justifications are sound with clear links made to the recommendations given. • Justifications are sound and make clear links between businesses and wider business context, supported by sound examples.	• Justifications are comprehensive with sustained links made to the recommendations given. • Justifications are comprehensive with sustained links between businesses and wider business context supported by sustained examples.

Summary

Please make sure that all centres read the Administrative Support Guide document for BTEC National in Sport that can be found on the Pearson Website

Centres need to print off a Candidate Record Sheet for each candidate taking the task-based assessment and these should be submitted with their candidate booklet.

The activities and mark scheme never change with this unit examination
(hence why the Lead Examiner reports have the same content and information due the paper structure, mark scheme and activities remain constant –All that changes is the scenario/businesses)

There have been Sample Assessment Material provided, along with Lead Examiners reports, and previous exam papers, to support the preparation and development of research for this unit examination.

KEY POINTS for Preparation for future examinations:

1. Undertake the research element of PART A. Ensure candidates have the 3 businesses researched and their key points for success/how they run
2. Have well developed A4 notes (individually prepared) to support the completion of the exam.
3. Read the scenario carefully, highlighting key points that could be used for activity 1 and 2.

- **Activity 1**: structure the response linking to the specification. Get leaners to look for information linked to **making profit, Survival and Growth, Diversification, Service Provision, Marketing, Customer Service and Satisfaction.** Ensure that research from Part A is used to support this response. Ensure that the information is analysed, and not just regurgitated. Use the data, make calculations and interpret it
- **Activity 2:** plan out the response initially (SWOT). Ensure full coverage of each element. Make sure that threats are external and 'out of control of the business'. **Include research to support points made throughout.**

- **Activity 3: HOW not WHY**. Be able to pick up recommendations and implement them without any questions asked. Must cover all elements (business/customer/tends – 3 of each for top banding)
- **Activity 4: WHY** – give suitable reasons why the recommendations would work, and support this with information from the second business, **and external research.**

Ensure that the research completed in Part A is focused on the activities in the assessment. The activities will never change. They will be in the same order, just linked to a different scenario and business in Part B. The mark scheme will also never change. It will contain the same traits and bandings. Tutors need to make themselves fully aware of the requirements of this task-based assessment, by using this report, the SAMs and Additional SAM's.

Good luck

Lead Examiner

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